



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
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November 9, 2012

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT OVERTIME REPORT BACK

This correspondence is in response to the Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of August 1, 2012, through September 30, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2012-13. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been virtually eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of August 1, 2012, through September 30, 2012, was \$26,451,280. Eighty percent of this expenditure was reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$5,281,552. During this two-month reporting period, CARP personnel filled 10,890 positions in lieu of operating with reduced line staff or expending overtime.

A Tradition of Service

The Department met its commitment to cut \$128 million from its budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, and September 30, 2012, to 144,066.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program; in addition, supervisor vacancies are left unfilled as supervisors CARP into lower level positions that create a decrease in staff supervision.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports continuous delays with planning, maintenance and repairs of existing and future critical systems. The current Mobile Digital Terminals can no longer be repaired or replaced, newly installed units now in service that fail are not being repaired in a timely manner. Scientific Services Bureau (SSB) reports a continual monthly increase in the backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. At any given time, SSB is backlogged with hundreds of drug test and chemical processing cases, including cases involving homicides. Due to the unavailability of overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete quality assurance checks for imaged records. RIB has seen an increase in the number of juvenile warrant errors requiring additional supervisory oversight. Due to CARPing requirements, RIB has been unable to participate in unit command inspections.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services (FOSS), report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including: the inability to gather documents and discovery in regards to lawsuits, processing of investigative reports, prepare for and attend mediations, review new lawsuits, and follow-up on outstanding claims. FOSS was unable to research several proposed policy changes and training revisions, and was also delayed in

reviewing command inspection reports for several units. The Weapons Training staff cancelled training classes and was unable to staff mobile ranges for required weapons qualification. Bureau of Labor Relations and Compliance (BLRC) reports they were unable to meet with bargaining units, provide a list of eligible candidates for a coveted position as requested, and experienced delays in processing significant equity policy violation cases. Risk Management Bureau reports delays in reviewing and producing numerous risk management related reports and policy revisions, as well as the inability to attend mediation related to active lawsuits.

- Homeland Security Division reports detectives from Transit Services Bureau have been delayed in conducting follow-up on criminal cases, including an alleged sodomy and a forgery case. The Mental Evaluation Team (MET) was unable to conduct station level training for patrol personnel on contacting the mentally ill in the field and the Crisis Negotiation Team was also unable to conduct any training for field personnel. The MET was also unavailable to assist patrol units in the field with mentally ill service calls, requiring the field units to handle the investigation and transport of alleged mentally ill patients. County Services Bureau supervisors were unable to review active criminal cases nearing their required completion date and continued to experience delays in the assignment of criminal cases.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continued to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in a weekly average of \$149,068 of unrealized revenue. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime, has caused the backlog of work assigned to the professional staff to significantly increase. The monthly average of process served by sworn personnel has decreased by 20 percent. Due to CARPing requirements and the inability to use overtime to keep up with the increasing demand of requested services, the average number of days to the first attempt at service from all process has gone up from 9 to 11.6 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5.5 days.
- Custody Division reports thousands of administrative and public safety hours have been lost due to CARPing of personnel. Overtime reduction efforts have decreased staffing and caused delays in the movement of inmates to State mandated recreation, medical appointments, inmate educational programs, court line, visiting, and the release line. Fewer available personnel has also resulted in reduced contraband searches of inmate housing areas, as well as delays in the processing of potential candidates for electronic release, the MERIT program, and other education based incarceration alternatives, such as domestic violence and parenting classes. Administrative work, such as inmate death reviews, personnel evaluations,

mandated inspection reports, and the processing of ACLU inquiries have also been delayed. In-service training hours for sworn and civilian personnel has decreased and training drills for custody staff have been curtailed. Medical Services Bureau reports delays in responding to inmate medical complaints and in transferring inmates to State prison, as well as a backlog of hundreds of inmate requests for dental services. The Inmate Reception Center (IRC) reports staffing shortages have caused delays in the release of female inmates, investigations into the suspected over detention of inmates, and the unscheduled closure of IRC at times for "over the counter" booking from outside agencies. Inmate Services Bureau reports delays in processing inmate requests for enrollment in various educational programs and the recruitment of inmates for these programs. The Jail Investigations Unit reports delays in responding to inmate incidents, impacting the quality of their criminal investigations.

- Field Operations Regions are continuing to report extended response times to calls for service. Patrol units and field supervisor positions are left unfilled due to overtime unavailability and supervisors being CARPed into non-supervisory line positions, resulting in decreased supervision of line personnel. Station detectives have lost hundreds of investigative hours due to CARPing and parole/probation compliance searches have been reduced. Operation Safe Streets Bureau has reduced their gang suppression efforts due to the unavailability of overtime and CARPing requirements. The Gang Enforcement Team reports a loss of patrol, investigative, and problem solving time due to CARPing commitments, as does the Community Oriented Policing Services Bureau and station Youth Athletic Leagues.
- Detective Division reports hundreds of investigative hours lost each month due to the CARPing of investigators and supervisors. Follow-up on leads of active criminal cases, including homicide investigations, were postponed due to the curtailment of overtime and the investigator's inability to complete them in a 32-hour work week. Due to lost investigative hours, there is a continued reduced level of continuity and efficiency of investigations. Some units are CARPing their investigators more than once per week to meet Department goals.


The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2012-13, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success.

However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety.

Despite the negative impact the CARP program has had on the Department, we will continue our CARP effort into FY 2012-13, until such time as we receive adequate funding to meet all of our public safety requirements. It must be the highest priority of the Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARP program into the next fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Assistant Division Director Glen Dragovich, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in blue ink, appearing to read "Leroy D. Baca". The signature is fluid and cursive, with the first name "Leroy" and last name "Baca" clearly distinguishable.

LEROY D. BACA
SHERIFF